The State of California Guidance for Writing Homeland Security Grant Program Projects

December 2023

Note: This guidance is preliminary, and subject to change pending the release of an updated Homeland Security Grant Program Notice of Funding Opportunity, or any changes to the National Preparedness Goal. The State of California reserves the absolute right to amend, revoke, or rescind this guidance, in whole or in part, at any time, or for any reason.

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INTRODUCTION

The purpose of this guidance is to better enable Homeland Security Grant Program (HSGP) subrecipients to effectively write HSGP funded projects, and more accurately and consistently align HSGP funded projects to California and National Priority (NP) investment areas, and the Core Capabilities from the National Preparedness Goal. More accurate and consistent alignment of projects to investment areas and Core Capabilities will better enable the State and subrecipients to:

1. Gain project approval from FEMA by reducing the number of project holds

2. Track their investments against the State's homeland security strategy, which mirrors to the extent possible, the State's ten investment area

3. Understand and articulate the impacts and outcomes from those investments across the State in a consistent manner

4. Provide better data to Congress and the Administration in support of continuing the grant programs through a consistent understanding of what capabilities the grant funding is supporting

Each federal fiscal year (FY) the California Governor's Office of Emergency Services (Cal OES), acting as the State Administrative Agency (SAA), submits an application to the U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) for HSGP funds. The bulk of these funds are comprised of two programs – the State Homeland Security Program (SHSP), and the Urban Area Security Initiative (UASI).

Each of these two programs requires the SAA and grant subrecipients to develop investment justifications, and associated projects for enhancing security and preparedness across the State. Each project must then be linked to a "primary Core Capability" in the grant application. In FY 2023, for the SHSP alone, California submitted eleven investment justifications with over 900 projects.

In September 2011, DHS/FEMA released the *National Preparedness Goal* (*Goal*) with the second edition released in 2015. At the center of the *Goal* are the 32 Core Capabilities which are designed to address threats and hazards that pose a risk to the nation. The 32 Core Capabilities are spread across the five homeland security mission areas (plus a set of capabilities common to all mission areas).

While distinct, the Core Capabilities are highly interdependent, especially those within the same mission area. Appendix A lists the Core Capabilities. The current iteration of the Core Capabilities can be challenging to work with, as the capabilities are often vague and overlapping in the language used to define them. This creates challenges for the State and its subrecipients to use the Core Capabilities as a framework to assign projects and track investments.

In 2020, DHS/FEMA introduced the National Priority (NP) project investment areas. There are currently 5 NP areas. For each NP investment area, DHS/FEMA requires a minimum funding amount as a percentage of each state or urban area's total grant award. NP projects undergo a special and heightened review by DHS/FEMA before each project is approved and

funding is released. In FY 2023, thirty percent of all SHSP and thirty percent of all UASI grant funding had to go towards the NP investment areas. In 2023 there were six NP areas with several having a minimum allocation amount. The NP investment areas and their minimum funding amounts in 2023 were as follows.

1. Enhancing the protection of soft targets/crowded places – 3% minimum

2. Enhancing information and intelligence sharing and analysis, and cooperation with federal agencies, including DHS – 3% minimum

3. Combating domestic violent extremism – 3% minimum

4. Enhancing cybersecurity – No minimum

5. Enhancing community preparedness and resilience – 3% minimum

6. Enhancing election security – 3% minimum

Defining and Developing Projects

For purposes of this guidance, an HSGP project is *a planned set of interrelated resources or elements to be executed over a fixed period, within certain cost and other limitations, and designed to achieve pre-determined results or outcomes.*

The resources or elements of a project may include any one or more of the following:

- Plans/Personnel
- Organization/People/Teams
- Equipment
- Training
- Exercises

Project Development Principles

When developing a project, the following principles should apply:

- **Keep like things together.** Like things means the things are directly linked to a single issue, purpose, or topic area. It does not necessarily mean the things have to be from the same resource or solution area. For example, a project that includes the development of an emergency operations plan followed by training on the plan, and an exercise to test and evaluate the plan, would involve like things, because each element is directly linked to the same item – the emergency operations plan.

- **Separate out the things that are different.** A training project that includes training courses for hazardous materials response teams, community emergency response teams, intelligence analysts, and terrorism awareness for law enforcement is **not** made of "like things." Yes, each item is "training," but the courses focus on disparate issues, and it is those issues that determine what is alike and not alike for purposes of project development.

- **Be descriptive without being gratuitous.** A project description should be no more than one or two paragraphs. Descriptions that go beyond this size often include unnecessary information that can confuse a reader over what the project is truly about.

- **Give the project a clear name.** The name should be directly linked to the project description by giving the reader a clear indication of what the project is generally focused on. For example, Public Information Officer (PIO) Training, HazMat Team Equipment, or Cybersecurity Assessment of City's Networks are all valid project names. Project names such as Exercises or Data Sharing are too vague.

Subrecipients are also reminded that each HSGP project must have a nexus to terrorism preparedness, even if it will also address natural hazards preparedness. For that reason, this guidance only addresses projects, items, and issues that could have a nexus to terrorism, and excludes those items that have no nexus to terrorism.

Describing the Project

Subrecipients should include the following information when developing and describing a project.

- **Who** the project is for, e.g., local HazMat team, bomb squad, emergency operations center (EOC), water treatment plant, fusion center, etc.

- **What** the project entails, e.g., plans, equipment, training, etc.

- Describe **where*** the project will take place, e.g., which city, county, or region, site, etc.

- Describe **when*** the project will start and end (needs to be within the period of performance of the grant)

- Describe **why** the project is necessary, or what the intended benefit/outcome will be

*The "where" and the "when" are not always required to be spelled out separately. The where and the when are sometimes accounted for in the who or the what.

The order of these elements in a project description is less important than the content addressing each element. The following are examples of effective project descriptions.

- **(who)** The County will (what) install fencing, lighting, cameras, and gates, **(where)** across the perimeter of the local water treatment plant**, (when)** in 2024, **(why)** to detect and protect against unauthorized intrusion and sabotage at the plant. The cameras will be monitored 24 hours a day by either on-site staff or remotely.

- **(what)** The county will acquire urban search and rescue equipment, training, and exercises, **(who)** for 200 local fire service responders **(where)** in Blank City **(when)** from 2018 through 2019 **(why)** to enhance search and rescue capabilities in collapsed structures following an earthquake, bombing, or other situation.

- **(who)** The County will hire a consultant **(when)** in 2024 **(what)** to develop a sub- jurisdictional level threat and hazard assessment profile **(where)** among eight municipalities in the county **(why)** to enhance the understanding of the threats and hazards faced across the county, and improve all hazard mitigation planning at the county and sub-jurisdiction level.

- **(who)** The city will hire a contractor **(what)** to design, develop, and conduct a full-scale active shooter exercise involving law enforcement, Fire/EMS, and emergency management personnel **(when)** in 2024 **(where)** at a simulated outdoor concert event involving over 10,000 people **(why)** to test and evaluate emergency communications plans

and capabilities across public safety disciplines, private security staff, and local jurisdictions.

While each project element is necessary, the "why" element is most important. Explaining why a project is necessary will be vital for determining which investment justification and Core Capability the project primarily aligns with. In the last example, the why is linked to testing and evaluating "emergency communications capabilities." This will cause Operational Communications to be the primary capability that links to the project. If the author had substituted communications with "to test and evaluate emergency medical services' ability to deliver patient care in a warm zone" the corresponding primary Core Capability would change to Public Health, Healthcare, and Emergency Medical Services, and so on.

A project development checklist is included in **Appendix B**.

The following are examples of insufficient project descriptions.

- Gas masks
- ICS 300 and 400 training
- System allowing for cell phone tower analysis immediately following a catastrophic incident increasing the ability share information received with other agencies
- Future specialized training related to the specified investment justification for critical infrastructure protection and explosive mitigation
- Hazardous materials response team training, CERT training, and PIO training

None of the above project descriptions provide enough detail for a reader to fully understand what the projects entail. In the fourth example, in addition to insufficient information about the training, multiple unlike elements are grouped together. As noted above, being from the same solution area or project element does not make things "alike."

Project Budget and Solution Areas

Once the project description is complete, the next step is to assign the project's budget to the appropriate HSGP solution areas. Using one of the previous examples from above, this is done in the following way.

- Urban search and rescue equipment and training for 200 local fire service responders in Blank City from 2024 through 2025 to enhance search and rescue capabilities in collapsed structures following an earthquake, bombing, or other situation. Equipment will include listening devices, search cameras, flashlights, extension leads, etc. Training will include canine search, advanced structures, and heavy equipment and rigging.
  - Planning: N/A
  - Organization: N/A
  - Equipment: $95,000

- o Training: $75,000
- o Exercises: $45,000

Note that each solution area referenced in the narrative is assigned its element of the budget, and each solution area is not its own project. If a solution area is described in the narrative, it should have a corresponding funding amount shown on the Project Ledger, and on the appropriate POETE worksheet(s) in the Financial Management Forms Workbook. Conversely, if a solution area has a budget number assigned to it, it should also be referenced in the narrative.

Aligning Projects to the National Priorities and California's Investment Justification Areas

This section addresses the NP's and California's SHSP investment justifications (IJs), and how SHSP subrecipients should link or assign their projects to the correct SHSP IJs. While this section does not directly address UASI IJs, urban areas in California can use this section of the guidance to inform how they assign projects to their IJs, including the NP IJs, to ensure consistency with the State to the greatest extent practicable.

Over the years, California has submitted the maximum number of allowed SHSP IJs per application, which is ten. In FY 2024, the State will likely again submit eleven SHSP IJs. **Table 1** outlines California's eleven FY 2023 SHSP IJs.

Table 1: California's FY 2023 SHSP Investment Areas

	National Priority Investment Areas	
1	Enhance Information & Intelligence Sharing & Cooperation with Federal Agencies, including DHS	
2	Enhance the Protection of Soft Targets/Crowded Places	
3	Enhance Cybersecurity	
4	Enhance Community Preparedness and Resilience	
5	Combatting Domestic Violent Extremism	
11	Enhance Election Security	
	California's Remaining Investment Areas	
6	Strengthen Communications Capabilities Through Planning, Governance, Technology, & Equipment	
7	Enhance Medical and Public Health Preparedness	
8	Strengthen Information Sharing and Collaboration	
9	Enhance Multi-Jurisdictional/Inter-Jurisdictional All-Hazards/Whole Community Incident Planning, Response & Recovery Coordination	
10	Protect Critical Infrastructure and Key Resources (including Food & Agriculture)	

In FY 2021, California dropped the independent Training and Exercises IJ. Training and exercise projects should now go under the IJ the training and/or exercise project most directly aligns with. The following are illustrative of this approach.

- Cybersecurity exercise series should fall under IJ #3
- CERT training should fall under IJ #4 or IJ #9
- COML training should fall under IJ #6
- Statewide Medical and Health Exercise activities should fall under IJ #7
- Search and rescue training should fall under IJ #9
- Bomb squad exercises should fall under IJ #9

About the National Priority Projects

Given the evolving national security threat landscape, DHS/FEMA has set priorities for the HSGP that will drive allocation of grant funding. In FY 2023, there were six NP areas. Thirty percent of HSGP funding must be allocated across these six areas.

1. Enhancing the protection of soft targets/crowded places
2. Enhancing information and intelligence sharing and analysis, and cooperation with federal agencies, including DHS
3. Combating domestic violent extremism
4. Enhancing cybersecurity
5. Enhancing community preparedness and resilience
6. Enhancing election security

As noted previously, NP projects undergo a special and heightened review by DHS before approval and release of funding. In FY 2023, California's projects were disapproved by DHS/FEMA for two reasons – the project did not properly align with the NP investment area it was submitted under, or the project description lacked sufficient detail. As this NP project scrutiny continues to evolve, subrecipients should understand that just because a NP project was approved in one year does not mean it will be approved the following year. Subrecipients must continuously strive to ensure their projects meet the annual NP criteria and the guidance herein on how to write an effective project to maximize the odds of a successful review and approval of that project.

DHS/FEMA no longer requires each state and urban area with a DHS recognized fusion center to submit at least one "fusion center IJ." Instead, fusion center projects may be dispersed across the NP IJs and other IJs depending on the nature of the fusion center project.

The following explains the composition of each of the *proposed* FY 2024 IJs.

IJ 1: NP - Enhance Information & Intel Sharing & Cooperation with Federal Agencies, including DHS

As noted above, there is no longer a "fusion center" IJ required by DHS/FEMA. However, IJ 1 will often be the investment of first choice for most fusion center projects, at least until

the 3% minimum mandatory amount of funding, as of FY 2023, is reached for this NP IJ.

Projects that align with IJ 1 include the following:

- Fusion center intelligence analyst salaries, or fusion center planning, equipment, training, and exercises
- TLO training or equipment
- Projects involving information sharing with all DHS components; other operational, investigative, and analytic entities; and other federal law enforcement and intelligence entities, e.g., FBI, DEA, etc.
- Projects involving cooperation with DHS officials and other entities designated by DHS in intelligence, threat recognition, assessment, analysis, and mitigation
- Projects involving the identification, assessment, and reporting of threats of violence
- Joint intelligence analysis training and planning with DHS officials and other entities designated by DHS

IJ 2: NP - Enhance the Protection of Soft Targets/Crowded Places

This investment is focused on protecting critical infrastructure, soft targets, and special events across California. This may include critical infrastructure protection programs that are managed within a fusion center or other entity. As with IJ 1, IJ 2 had a minimum mandatory of 3% of the total award in FY 2023.

Projects that align with IJ 2 include the following:

- Operational overtime to project infrastructure and special events
- Critical infrastructure analysts' salaries (including fusion center personnel)
- Infrastructre Liaison Officer training
- Security screening equipment for people and baggage
- Site vulnerability and risk assessments
- Cameras, lighting, gates, bollards, fencing, etc.
- Access control systems
- Critical infrastructure database management
- Special event security planning and exercises
- Public information and warning systems at soft targets and crowded places
- Bomb squad and hazardous materials team equipment and training to conduct screening, search, and detection operations at soft targets and crowded places

IJ 3: NP - Enhance Cybersecurity

The cybersecurity IJ is a carryover from the prior requirement for a cyber investment from each state and urban area. IJ 3 had no minimum mandatory funding amount in 2023.

Projects that align with IJ 3 include the following:

- Cyber analysts at a fusion center or security operations center
- Cyber risk assessments
- Migrating online services to the ".gov" internet domain
- Projects that address vulnerabilities identified in cybersecurity risk assessments
- Improving cybersecurity of critical infrastructure to meet minimum levels identified by the Cybersecurity and Infrastructure Security Agency (CISA)
- Cybersecurity training and planning
- Cyber incident response teams
- Software upgrades for information system and network security
- Cybersecurity related training
- Information system continuity planning

IJ 4: Enhancing Community Preparedness and Resilience

The Community preparedness NP area is a broad category that covers a variety of topic areas. There is some overlap between this NP and the soft targets and crowded places NP, as well as IJ 8, critical infrastructure protection and IJ 9, all hazards response and recovery. In 2023, community preparedness had a 3% minimum spending requirement.

Covered projects include the following:

- Community Emergency Response Team programs
- Volunteer or donations management projects
- "Ready" campaigns for community preparedness and resilience
- Mass care and sheltering plans, exercises, or training
- Emergency response planning, homeland security strategies
- Alert and warning systems, planning, or training
- Critical infrastructure database management
- See something, say something campaigns
- THIRA/SPR development
- Vulnerability reduction at critical infrastructure and key resources
- Educational programming to guide schools and students on how to create emergency kits and family communications plans for disasters.

IJ 5: Combatting Domestic Violent Extremism

For many subrecipients, Combating Domestic Violent Extremism (DVE) is the most challenging to produce and link projects under, as combating DVE is often a subset of other intelligence and counter terrorism programs. Subrecipients should treat combating DVE as equivalent to combating domestic terrorism, so any programs or projects aimed at domestic threats can be placed under this investment. IJ 5 had a 3% minimum mandatory funding amount in FY 2023.

Covered projects include the following:

- The salary of a fusion center analyst focused on domestic terrorism
- Open source analysis of misinformation campaigns, targeted violence, and threats to life, including tips/leads, and online/social media-based threats
- Projects to bolster sharing and leveraging intelligence and information
- Projects to support threat assessment programs to identify, evaluate, and analyze indicators and behaviors indicative of domestic violent extremists
- Training and awareness programs (e.g., through social media, suspicious activity reporting [SAR] indicators and behaviors) to help detect and prevent radicalization
- Sovereign Citizens awareness training
- Staff and outreach efforts related to PVE programs
- Training and awareness programs (e.g., through social media, SAR indicators and behaviors) to educate the public on misinformation campaigns and resources to help them identify and report potential instances of domestic violent extremism
- *Equipment for first responders to respond to domestic terrorist attacks, e.g., active shooter scenarios*

Subrecipients should note that the final listed project in italics is an actual project type that has been both approved and disapproved depending on how the project was written. What appears key to enhancing the chances of success with this type of project is the use of the phrase "domestic violent extremist" in the description. This is another example of the criticality in explaining "why" a project is necessary or the primary purpose of the project. However, as noted previously, the scrutiny of NP projects is likely to increase and projects such as this one may not survive such scrutiny since combatting DVE is generally about prevention and less about responding to actual attacks that occur as outlined in the project description.

IJ 11: Enhance Election Security

Covered projects include the following:

- Physical security planning support for voting centers
- Physical/site security measures – e.g., locks, shatterproof glass, alarms, access controls, etc.
- General election security navigator support
- Cyber navigator support
- Cybersecurity risk assessments, training, and planning for online voting
- Projects that address election vulnerabilities identified in cybersecurity risk assessments
- Iterative backups, encrypted backups, network segmentation, software to monitor/scan, and endpoint protection for election systems
- Distributed Denial of Service protection
  Migrating online services to the ".gov" internet domain
- Online harassment and targeting prevention services
- Public awareness/preparedness campaigns discussing election security and integrity measures

Strategies for Addressing NP Projects

Subrecipients should not assume that just because a project was approved one year it will be approved the next. Scrutiny of NP projects is likely to increase, and so the attention to detail when writing NP projects will have to increase as well.

Subrecipients should limit the number of projects that are in excess of the minimum mandatory amount required for the NP investment areas, presently 30% of the total award. While some excess may be necessary in the event projects come in under budget, there is little benefit to putting excess funding under the NP investment areas, only additional scrutiny. Therefore, once the 30% minimum mandatory amount (or slightly above) has been satisfied, subrecipients should place their projects under one of the five California investment priority areas.

> **Note: Don't Excess Fund the NP Areas**
>
> Once the 30% minimum mandatory amount has been satisfied, subrecipients should place their projects under one of the five California investment priority areas.

Subrecipients should keep in mind that a single project may fit under one or more NP areas. All things being equal, pick the NP category where the project is most needed to meet the minimum percent requirement for that category. Write the project description to meet the focus of the NP you place it under. Focus on the language associated with that NP when writing the project description. **Table 2** below outlines how various project types can fit under different NP areas, including the primary NP and secondary areas.

Table 2: Crossover Among Projects and the NPs

Project Type	Primary NP IJ	Secondary NP IJ
Cyber analysts	Cybersecurity	- Information Sharing - Countering DVE - Election Security
Critical infrastructure protection analysts	Soft Targets/Crowded Places	- Information Sharing - Election Security - Countering DVE
Intelligence analysts	Information Sharing	- Soft Targets/Crowded Places - Countering DVE - Election Security
Infrastructure protection measures	Soft Targets/Crowded Places	- Election Security - Community Preparedness
Alert and warning systems*	Community Preparedness	- Soft Targets/Crowded Places
Active shooter response training or exercise	N/A	- Soft Targets/Crowded Places - Countering DVE - Election Security

*For alert and warning systems, a good way to determine which NP best applies is whether the alert and warning system is community or jurisdiction wide, community preparedness, verses if it is designed for a particular location within a jurisdiction, such as a campus or large office building, soft targets/crowded places. Such projects can fit under either NP if written correctly, but one may be a better fit than the other.

The following examples set out how similar projects can fit under different NP areas. The first two project descriptions cover fusion center analysts. The first project is written to fit under the election security NP, and the second to fall under the cybersecurity NP. The key differences between the two descriptions are highlighted in red in the cybersecurity project description.

Fusion Center Alternative NP Project Descriptions

Election Security
(why) To address threats to our election systems from foreign actors and domestic extremists, **(who)** the fusion center will **(what)** sustain and provide training to an analyst on how to identify, respond to, and communicate information concerning threats to and any breaches of election systems in the region. This will include how to identify and report threats to law enforcement and information security professionals, and how to protect critical election infrastructure against malware and ransomware attacks, phishing attempts, and other efforts to disrupt our elections. **(when)** The training will occur over the next year prior to the election.

Cybersecurity
(why) To address **cyber** threats from **hackers, terrorists, and criminals** against our region's **information systems**, **(who)** the fusion center will **(what)** sustain and provide

cybersecurity training to **a cyber analyst** on how to identify, respond to, and communicate **cyber threat information** and any breaches of our information systems. This will include how to identify and report **cyber threats** to law enforcement and information security professionals, and how to protect critical **cyber infrastructure** against malware and ransomware attacks, phishing attempts, and other efforts to disrupt our **information systems**. **(when)** The training will occur over the next year.

Fusion Center Alternative NP Project Descriptions

DVE
To combat domestic violent extremists, the region will sustain a fusion center analyst to conduct open-source analysis of DVE driven disinformation and misinformation campaigns and online and social media-based threats. The analyst will generate daily and weekly reports for law enforcement and other policy makers summarizing the DVE threat generally and more specifically for the region. This will include strategies to combat the DVE threat. The analyst's activities will be conducted in a manner consistent with the First Amendment and state laws.

Cybersecurity
To combat **cyber-terrorism** on-line, the region will sustain a fusion center analyst to conduct open-source analysis of online and social media-based threats, **including those against critical cyber networks**. The analyst will generate daily and weekly reports for law enforcement, **chief information security officers**, and other policy makers summarizing the threat generally and more specifically for the region. This will include strategies to combat the **on-line threats**. The analyst's activities will conducted in a manner consistent with the First Amendment and state laws.

Active Shooter Alternative NP Project Descriptions

Soft Targets/Crowded Places
(who) The county will **(when)** over the next year **(what)** acquire ballistic helmets and shields for law enforcement and fire/EMS responders to **(why)** protect and mitigate damage and loss of life **at soft targets and crowded places** across the city at risk from attack by active shooter(s). **The soft targets are often open venues with large numbers of people limiting physical protective measures and requiring rapid emergency response.** The personal protective equipment will allow first responders to enter hot and warm zones more quickly to both engage and neutralize the shooter(s) and render first aid to wounded victims, increasing the likelihood of survival among the victims, and preventing further loss of life caused by the shooter(s).

DVE
The county will acquire ballistic helmets and shields for law enforcement and fire/EMS responders to prevent and mitigate damage and loss of life resulting from **a DVE active shooter attack** at locations across the city. The personal protective equipment will allow first responders to enter hot and warm zones more quickly to both engage and **neutralize the DVE shooter(s)** and render first aid to wounded victims, increasing the likelihood of survival among the victims, and **preventing** further loss of life caused by the shooter(s).

IJ 6: Strengthen Communications Capabilities Through Planning, Governance, Technology, and Equipment

IJ 6 is the first of the non-NP priority investment areas. IJ 6 covers two broad categories – emergency responder communications, and public information and warning.

Projects that may fall under IJ 6 include:
- Radios
- 911 dispatch systems
- Public alert and warning systems
- Radio towers
- Public information officer training
- Tactical Interoperable Communications Plan (TICP) updates
- State Communications Interoperability Plan (SCIP) updates
- Joint information center exercises
- Responder notification systems

IJ 7: Improve Medical and Health Capabilities

IJ 7 covers public health, hospital, and emergency medical based projects. Projects that may fall under IJ 7 include:
- Public health laboratory equipment
- Public health surveillance and epidemiological investigation plans
- Medical surge training
- Medical counter measures dispensing exercises
- Medical supplies
- Isolation and quarantine planning
- Patient tracking equipment
- EMS training
- EMS equipment

IJ 8: Strengthen Information Sharing and Collaboration

IJ 8 is the State's non-fusion center related information sharing and collaboration investment area. Project areas covered here include any information sharing and collaboration activities not covered by a fusion center, such as:
- A project manager for the sheriff's department's use of COPLINK® to share information with other law enforcement agencies in the county.
- Crime strategies unit lead analyst to coordinate countywide intelligence, threat assessment, event planning, training, and prevention efforts.
- Overtime for the city's police department personnel to take tips

and leads and work with regional crime analysts assigned to gather intelligence and create models that predict terrorism.
- Automated License Plate Readers used on law enforcement vehicles
- Preventive radiological nuclear detection programs

IJ 9: Enhance Community Capabilities via Inter-Jurisdictional Planning, Response & Recovery Coordination

IJ 9 is the investment with the largest number of total projects, as it covers the broadest scope of potential projects in both the response and recovery areas. In short, IJ 9 may be the default home for projects that have no other clear IJ under which they fit. Potential types of projects that may fall under IJ 9 include:
- EOC upgrades or exercises
- WebEOC projects
- Fire incident response equipment
- Mass evacuation plans
- HazMat team training
- Fatality management exercises
- Catastrophic incident response planning
- Mass care plans
- Pet shelter plans or pet shelter equipment
- Incident management team training and exercises
- Search and rescue team equipment
- Bomb squad equipment
- SWAT team training
- Recovery planning
- Community Emergency Response Team programs
- Volunteer or donations management projects
- VOAD programs
- Ready campaigns, such as public service announcements, city or county websites, brochures, etc.

IJ 10: Protect Critical Infrastructure and Key Resources (including Food & Agriculture

IJ 10 covers critical infrastructure protection activities that do not need to be placed under IJ 2. A major change in this IJ starting in FY 2018 was the inclusion of all food and agriculture related projects. Prior to FY 2018, food and agriculture projects were placed under a distinct food and agriculture IJ. However, due to the NP requirements and the fact that food and agriculture is a critical infrastructure sector under the National Infrastructure Protection Plan, any non-NP food and agriculture related projects or any other non-NP critical infrastructure protection related project should be placed under IJ 10.

IJ 10 type projects may include:

- Vulnerability and risk assessments at critical infrastructure sites
- Cameras, lighting, gates, bollards, fencing, etc., at critical infrastructure sites
- Access control systems
- Critical infrastructure database management
- Special event security planning
- staff costs for critical infrastructure protection units/analysts/personnel
- Projects covering animals owned in primarily a commercial capacity
  - Livestock trailer for evacuation
  - Food laboratory equipment
  - Disaster Animal Response Team

> **Note: Projects Covering Animals**
>
> For projects involving animals, subrecipients must make a clear distinction in the project narrative as to whether the animals are primarily pets or primarily commercial assets.
> Virtually all projects covering animals owned in a commercial capacity, e.g., food or livestock, belong in IJ 10 (or IJ 2), and virtually all projects covering animals as pets will belong in IJ 9.

Aligning Projects to the Core Capabilities

This section outlines the process by which **all subrecipients**, **SHSP and UASI**, shall align their grant funded projects with the Core Capabilities. The task is to link to the **primary** Core Capability, and not the exclusive capability. This is based on the DHS/FEMA requirement that all HSGP projects link to a primary Core Capability in the Grant Reporting Tool. Therefore, while virtually all projects will in fact implicate or link with multiple Core Capabilities, the requirement in the IJ is to pick only one – the one where the linkage is strongest and clearest. The challenge in achieving this task is due to the fact that the Core Capabilities are not intuitive, the Core Capabilities are vague and overly broad, and the Core Capabilities are redundant and overlap.

In determining which projects align to which capabilities, the State has used multiple reference points, including the Core Capability definitions, the DHS/FEMA Target Capabilities List/Core Capabilities Crosswalk, and the custom and usage of the Core Capabilities by the State and subrecipients over the years. The following describes those projects that fall under each Core Capability as the primary capability for that project. The DHS/FEMA definition of each Core Capability is provided in italics immediately following the listing of each capability.

The list of project types provided under each Core Capability is meant to be illustrative, and not exhaustive. Moreover, the primary purpose given for the project will often determine the primary Core Capability the project links to. For example, an exercise with a vehicle borne improvised explosive device scenario could link to any number of Core Capabilities as primary depending on the primary purpose for conducting the exercise. If the primary purpose of the exercise is to test coordination between command posts, department operations centers, and emergency operations centers, the primary Core Capability will be Operational Coordination.

If on the other hand, the primary purpose of exercise is to test and evaluate alerting and warning the public, the primary Core Capability will be Public Information and Warning. It's possible, even likely, that such an exercise might seek to test both capabilities, and others. Regardless, subrecipients must still pick one capability as primary, and in doing so, subrecipients must choose and emphasize a primary purpose for the project.

A Note on Unmanned Aerial Systems

On the matter of linking unmanned aerial systems, a.k.a., drone projects, to the primary Core Capability, subrecipients should focus on the primary purpose of the drones and then align the project to the corresponding primary Core Capability. For example, if a drone is purchased to primarily support law enforcement tactical operations, i.e., SWAT, Interdiction and Disruption would be the primary Core Capability. On the other hand, if a drone is purchased to primarily support search and rescue operations in the wilderness, the primary Core Capability would be Mass Search and Rescue Operations. In yet another example, if the drone is purchased to primarily conduct damage assessments following disasters, the primary Core Capability would be Situational Assessment. In all of these cases it is understood that the drone may be used by agencies other than the primary agency or discipline and for purposes other than the primary purpose, e.g., a search and rescue drone could also be used to help fight fires, etc. However, in all cases, a primary Core Capability must be chosen, and this methodology will help subrecipients choose that primary capability.

Planning

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

Planning is its own Core Capability, an element of every other Core Capability (the elements of capability are planning, organization, equipment, training, and exercises), and an HSGP solution area. This overlap can sometimes make aligning projects to the Planning Core Capability challenging.

The types of planning projects that align with the Planning Core Capability are those multi-discipline, multi-topic plans that go beyond any single issue or discipline. Examples of projects that align with Planning as the primary Core Capability include:

- Updates to homeland security strategies
- Updates to hazard mitigation plans
- Updates to multi-year training and exercise plans
- State or regional comprehensive disaster recovery framework
- Salaries for all hazards emergency services/emergency management planning staff
- Preventing/countering violent extremism projects
- Management and administration activities

Examples of planning projects that align with other Core Capabilities:

Project Type	Primary Core Capability
A cybersecurity assessment and strategy	Cybersecurity
Updating or developing a mass dispensing or vaccination plan	Public Health, Healthcare, Emergency Medical Services
Developing a post disaster donations management plan	Community Resilience
Developing standard operating procedures for preventive radiological nuclear detection operations	Screening, Search, and Detection

Operational Coordination

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Examples of projects that align with Operational Coordination as the primary Core Capability include:

- Emergency operations base plans. This is the exception to the multi-discipline plans that will normally fall under the Planning Core Capability. The word "base" is underlined because a project where an annex to an EOP is being developed will be assigned to the Core Capability that most directly links to that annex. For example, an EOP annex that covers mass care, or one that covers public information and warning will be linked to Mass Care Services, and the Public Information and Warning Core Capability, respectively. In the event the EOP base plan is being developed or updated with multiple annexes as a single project, the primary Core Capability for such a project will be Operational Coordination. In that case the base plan's primary linkage will govern the whole project.
- WebEOC
- ICS training
- Multi-agency coordination group (MAC-G) planning
- EOC equipment upgrades
- EOC operations training
- Multi-agency incident command vehicles

Public Information and Warning

Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available, as appropriate.

Examples of projects that align with Public Information and Warning as the primary Core Capability include:

- Joint information center planning
- PIO training
- Public alert systems (email, phone, social media)

- Public address systems
- Sirens
- Developing pre-scripted public messages for specific hazards
- Equipment to communicate with those with access and functional needs during emergencies
- Electronic message signs for all hazard public alerts and warnings
- AWR-209: Dealing with the Media: A Short Course for Rural First Responders
- IS-251: Integrated Public Alert and Warning System (IPAWS) for Alerting Authorities

Forensics and Attribution

Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

While listed as a "prevention" capability, Forensics and Attribution is in practice a response capability involving activities designed to determine those responsible for an attack, and the precise methods used in an attack. Subrecipients can think of this as the "CSI" Core Capability. Examples of projects that align with Forensics and Attribution as the primary Core Capability include:

- Crime scene investigative equipment
- Storage equipment for evidence
- Software-based mobile forensics for the examination of smart phones, tablets, and other computer devices to process and analyze digital evidence
- Photographic ballistic database/software that will enhance the current capability to match ballistics related to crimes with a national database
- AWR-103: Crime Scene Management for CBRNE Incidents
- PER-201: Evidence Collection in a Hazardous Materials Environment
- PER-222: Public Safety WMD Response—Sampling Techniques and Guidelines
- PER-228: Advanced Forensic Investigations for Hazardous Environments

Intelligence and Information Sharing

Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

Examples of projects that align with Intelligence and Information Sharing as the primary Core Capability include:

- Fusion center information sharing equipment, e.g., Palantir
- TLO training
- COPLINK®/other information sharing systems
- Intelligence analyst salaries (in or out of a fusion center)
- Suspicious activity reporting and analysis systems

Note that whether a project is part of a fusion center does not determine whether a project

aligns with this Core Capability. The dispositive factor for determining the linkage to this Core Capability is whether the project is intelligence and information sharing based. The determination of the primary Core Capability the project links with is a separate analysis from which IJ it falls under.

Interdiction and Disruption

Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

This capability is primarily, although not exclusively, focused on SWAT teams and building and sustaining their capabilities. Other types of projects that fit under this capability involve counter terrorism investigations and operations. Examples of projects that align with Interdiction and Disruption as the primary Core Capability include:

- SWAT team training or equipment, i.e., Bearcat
- Crisis response team; crisis negotiation response module
- PER-227: Advanced Tactical Operations: WMD Interdiction
- Counter terrorism investigator salaries
- Social media policy and training for law enforcement to detect terrorism indicators
- Overtime to support Joint Terrorism Task Force (JTTF) investigations/operations

Screening, Search, and Detection

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.

Examples of projects that align with Screening, Search, and Detection as the primary Core Capability include:

- Automated License Plate Readers
- Preventive Radiological Nuclear Detection (PRND) equipment
- Radiological detection equipment
- Chemical detection equipment
- Biological detection programs
- PRND primary or secondary screener training
- PRND operational planning, and standard operating procedures

For chemical, biological, and radiological detection projects, subrecipients must specify whether the project is primarily centered on left of boom activities (prevention, and protection) which align with Screening, Search and Detection, or right of boom activities (mitigation, response, and recovery) which primarily align with Environmental Response, Health and Safety or Public Health, Healthcare, and Emergency Medical Services.

For example, if the project is primarily designed to detect hazardous materials that that are in-cased and have *not* been released into the air in the form of an attack, the project will align with Screening, Search and Detection. Most projects that fall into this category are preventive radiological nuclear detection (PRND) related projects.

Also note that while "left of boom" chemical, biological, and radiological screening and detection projects are covered here, similar improvised explosive device projects are not. Such projects are covered under the On-scene Security, Protection, and Law Enforcement Core Capability since such projects are invariably managed by public safety bomb squads.

Access Control and Identity Verification

Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.

While the definition here includes "cyber measures," for purposes of California's use of the capability, Access Control and Identity Verification will be limited to physical measures. Cyber measures to control admittance will be addressed under the Cybersecurity Core Capability.

Examples of projects that align with Access Control and Identity Verification as the primary Core Capability include:

- Keyless building access control points on lobby doors, hallway doors and the back door
- Digital video recorders to capture and store all surveillance video for entrants that access the fire district facilities' automated gates, and primary access doors

Note that most security cameras will be accounted for under Physical Protective Measures, except for those cameras designed specifically to give site security personnel knowledge of who is seeking access at a gate or entrance door of a facility. Such cameras will be covered under Access Control and Identity Verification.

Cybersecurity

Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

The dispositive factor for determining the linkage to this Core Capability is whether the project is cybersecurity based. Also, a cybersecurity project's linkage to a fusion center is only relevant in determining which IJ the project falls under. As such, projects that link to Cybersecurity as the primary Core Capability can fall under both IJ 1 and IJ 3, depending on the nexus to a fusion center. Examples of projects that align with Cybersecurity as the primary Core Capability include:

- Encryption of software and networks
- Cybersecurity assessment/plan
- Cybersecurity analyst (in or out of a fusion center)
- SANS securing the human training
- Cyber Incident Response Team
- Back-up/cloud computing
- Anti-virus software

- Cybersecurity operations center equipment (regardless of whether the cyber operations center is in or out of a fusion center)

Physical Protective Measures

Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

Examples of projects that align with Physical Protective Measures as the primary Core Capability include:

- Fencing
- Alarms
- Gates
- Bollards
- Cameras
- Physical protection site security plan

Supply Chain Integrity and Security

Strengthen the security and resilience of the supply chain.

This capability is largely focused on the food and agriculture sector in California. Examples of projects that align with Supply Chain Integrity and Security as the primary Core Capability include:

- Projects centered on protecting the California food and agriculture sectors from contamination
- Livestock trailer for evacuation
- Laboratory equipment
- Disaster Animal Response Team
- Community Animal Response Teams

Community Resilience

Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

This capability is largely focused on Citizen Corps Program related activities. Examples of projects that align with Community Resilience as the primary Core Capability include:

- CERT programs
- Volunteer or donations management projects
- National Voluntary Organizations Active in Disaster (VOAD) programs
- "Ready" campaigns

Long Term Vulnerability Reduction

Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

California does not anticipate having many projects under this capability given its similarity to Physical Protective Measures. However, if subrecipients do develop such projects, examples of projects that align with Long-term Vulnerability Reduction as the primary Core Capability include:

- Retrofitting buildings to withstand bomb blasts and/or earthquakes
- E0312: Fundamentals of Building Science

Risk and Disaster Resilience Assessment

Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

The overlap between Risk and Disaster Resilience Assessment, Risk Management for Protection Programs and Activities, and Threats and Hazards Identification can be extremely challenging to manage when trying to link projects to primary Core Capabilities. For that reason, the three Core Capabilities are listed in succession for ease of reference.

Risk and Disaster Resilience Assessment is primarily focused on strategic level assessments to inform broad policy issues. Examples of projects that align with Risk and Disaster Resilience Assessment as the primary Core Capability include:

- Regional/County/City risk assessments (analysis of threats, vulnerabilities, consequences)
- CalCOP (Risk Analysis Software)
- Capability assessments/gap analysis reports

Risk Management for Protection Programs and Activities

Identify, assess, and prioritize risks to inform protection activities, countermeasures, and investments.

Risk Management for Protection Programs and Activities is primarily focused on operational level issues surrounding critical infrastructure protection programs and activities. Examples of projects that align with Risk Management for Protection Programs and Activities as the primary Core Capability include:

- Analyst and staffing to support the planning, and operation of the city's risk management/infrastructure protection program
- Critical infrastructure protection plans

- Critical infrastructure protection training, e.g., IS-860.a, or IS-821
- Critical infrastructure database

Threats and Hazards Identification

Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Threats and Hazards Identification is in practice a sub-set of either Risk and Disaster Resilience Assessment or Risk Management for Protection Programs and Activities. However, it is possible for projects to primarily link to Threats and Hazards Identification on its own. Examples of projects that align with Threats and Hazards Identification as the primary Core Capability include:

- Federally mandated THIRA
- IS-2001: Threat and Hazard Identification and Risk Assessment

Critical Transportation

Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Examples of projects that align with Critical Transportation as the primary Core Capability include:

- EF #1 plans or updates, e.g., evacuation planning
- EF # 1 related training
- Variable message signs on roads and highways
- All-terrain vehicle for transport of personnel and equipment to incident scenes
- Debris removal plans
- E0202: Debris Management Planning for State, Tribal, and Local Officials
- G0358: Evacuation and Re-Entry Planning Course

Environmental Response/Health and Safety

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

Examples of projects that align with Environmental Response/Health and Safety as the primary Core Capability include:

- HazMat Team personal protective equipment

- HazMat Team Training
- PPE for chemical/biological/radiological materials
- Air Quality Monitors for detecting hazardous fumes
- Satellite service for sending data from a contaminated environment; telemetry services for sending data from a contaminated environment

For chemical and radiological detection projects, subrecipients must specify whether the project is primarily centered on left of boom activities (prevention, and protection) which align with Screening, Search and Detection, or right of boom activities (response, and recovery) which primarily align with Environmental Response, Health, and Safety. For example, if the project is designed to enhance detection capabilities for hazardous materials (radiological or chemical) that have been *released* into the air in the form of a spill or attack, the project will align with Environmental Response, Health, and Safety.

Also note that while chemical and radiological detection projects are covered here, improvised explosive device, and "right of boom" biological detection projects are not. Such projects are covered under the On-scene Security, Protection, and Law Enforcement, and Public Health, Healthcare, and Emergency Medical Services Core Capabilities, respectively. **Table 3** below summarizes the distinctions.

Table 3: CBRNE Detection Projects and Core Capability Alignment

Mission Area	Project Scope	Primary Core Capability
Prevention/Protection	Chemical Detection	Screening, Search and Detection
Prevention/Protection	Biological Detection	Screening, Search and Detection
Prevention/Protection	Radiological or Nuclear Detection	Screening, Search and Detection
Response/Recovery	Chemical Detection	Environmental Response, Health, and Safety
Response/Recovery	Biological Detection	Public Health, Healthcare, and Emergency Medical Services
Response/Recovery	Radiological or Nuclear Detection	Environmental Response, Health and Safety
Prevention/Protection/ Response/Recovery	Explosives Detection	On-scene Security, Protection, and Law Enforcement

Fatality Management Services

Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Examples of projects that align with Fatality Management Services as the primary Core Capability include:

- Body bags
- Refrigerated trailers
- Coroner mass fatality response training
- Coroner equipment
- Mass fatality plans
- G0386: Mass Fatalities Incident Response Course
- AWR-232: Mass Fatalities Planning and Response for Rural Communities

Fire Management and Suppression

Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

Examples of projects that align with Fire Management and Suppression as the primary Core Capability include:

- Self-contained breathing apparatus for fire response strike teams
- Firefighter structural protection gear-jackets, pants, boots, and helmets
- Firefighting turnouts to protect firefighters
- Breathing support air compressor cascade system with high pressure capability
- Specialized vehicles designed to expand water delivery systems for fire fighting
- R0614: Wildland Urban Interface: Fire-Adapted Communities
- R0837: Wildland Urban Interface: Fire-Adapted Communities
- S-130: Firefighter Training
- S-190: Introduction to Wildland Fire Behavior

Infrastructure Systems

Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Examples of projects that align with Infrastructure Systems as the primary Core Capability include:

- Restoration of lifelines planning or assessment projects - water, power, wastewater
- Infrastructure Systems Recovery Support Function plan
- MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities
- MGT-343: Disaster Management for Water and Wastewater Utilities
- MGT-345: Disaster Management for Electric Power Systems
- Multi-purpose generators for critical lifeline infrastructure restoration
  - Note: A generator links to a primary capability based on the function the generator is designed to restore and maintain. The acquisition of the generator alone does not determine the capability invoked. For example, a generator for a mass care shelter would link to "Mass Care Services," and a generator for an EOC would link to "Operational Coordination" and so forth.

Logistics and Supply Chain Management

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

Examples of projects that align with Logistics and Supply Chain Management as the primary Core Capability include:

- ESF #7 plans or updates
- Funding for staff to coordinate federal 1033/1122 equipment acquisition programs
- Equipment acquisition contracts
- Logistical supply trailers
- Commodity point of distribution plans

Mass Care Services

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Examples of projects that align with Mass Care Services as the primary Core Capability include:

- Developing a shelter operations plan
- Shelter operations training for staff
- Shelter assessment and evaluation projects
- Mass care shelter exercise
- E0411: Mass Care/Emergency Assistance Support for Field Operations
- E0417: Mass Care/Emergency Assistance Shelter Field Guide Training
- E0418: Mass Care/Emergency Assistance Planning and Operations
- E0459: IA Mass Care Program Specialist Surge Training

Mass Search and Rescue Operations

Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Examples of projects that align with Mass Search and Rescue Operations as the primary Core Capability include:

- Urban search and rescue team training
- Urban search and rescue team equipment
- Swift water rescue equipment
- Rehabilitation trailer for OES, and the volunteer search and rescue team
- Fire rescue strut kit
- Thermal imaging cameras for fire department search and rescue
- PER-213: Wide Area Search
- PER-334: Search and Rescue in Community Disasters

On-scene Security, Protection, and Law Enforcement

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas, and also for response personnel engaged in lifesaving and life-sustaining operations.

On-scene Security, Protection, and Law enforcement deals primarily with two types of specialty teams – public safety bomb squads and mobile field forces – as well as other issues. Examples of projects that align with On-scene Security, Protection, and Law Enforcement as the primary Core Capability include:

- Bomb squad equipment or training
- Mobile field force equipment or training
- Law enforcement public safety dive team equipment or training
- PPE for warm zone protection (explosives/ballistics) for fire and paramedic rescue task force operations
- Ballistic vests/helmets for non-SWAT officers (including for fire and EMS personnel, i.e., those operating in a "warm zone")
- PER-200: Field Force Operations
- PER-264: Law Enforcement Protective Measures for CBRNE Incidents

Operational Communications

Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Examples of projects that align with Operational Communications as the primary Core Capability include:

- Radios
- 911 dispatch systems and upgrades
- Towers/repeater sites/antennas
- TICP updates
- SCIP updates
- Pagers and other equipment used for first responder notifications
- Mednet communications system for emergency medical response

Note that emergency notification systems and equipment for first responders are not primarily linked to Public Information and Warning, as such notification is internal to a public safety or public health agency.

Public Health, Healthcare, and Emergency Medical Services

Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

Examples of projects that align with Public Health, Healthcare, and Emergency Medical Services as the primary Core Capability include:

- Auto injectors
- Mass dispensing exercises
- Tactical Emergency Medical System training
- BioWatch exercise
- First aid kits

- Mass casualty response plan
- Lease space for storage of strategic critical medical equipment
- Refrigeration equipment to store bioterrorism, pandemic, and disease specimens
- Medical Reserve Corps training and planning
- Continuity of operations plan for the public health department
- Medical bags for first responders
- EMS patient tracking systems
- Public health laboratory equipment
- AWR-111-W: Basic Emergency Medical Services Concepts for CBRNE Events
- AWR-323-W: Disease Containment Measures
- AWR-900: Framework for Healthcare Emergency Management

Note: Volunteer Medical Reserve Corps projects link to Public Health, Healthcare, and Emergency Medical Services, and not with Community Resilience. This is an exception to the general rule where most volunteer related projects will fall under Community Resilience.

Situational Assessment

Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Examples of projects that align with Situational Assessment as the primary Core Capability include:

- Situation or damage assessment team training
- AWR-160: Standardized Awareness Training
- E0143: Advanced Situational Awareness and Common Operating Picture
- E0948: Situational Awareness and Common Operating Picture
- Situation or damage assessment equipment

Economic Recovery

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

Examples of projects that align with Economic Recovery as the primary Core Capability include:

- Economic Recovery Support Function training or plan
- FEMA Public Assistance training
- IS0394.a: Protecting Your Home or Small Business from Disaster

Health and Social Services

Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Examples of projects that align with Health and Social Services as the primary Core Capability include:

- Hospital post disaster restoration plan
- Health and Social Services Recovery Support Function plan or annex
- Post-incident Psychological Evaluation Team training
- E0352: Crisis Counseling Assistance and Training Program: Training State Trainers
- Critical Incident Stress Management Team equipment
- Family Assistance Center plans

Note: Family assistance center projects will often be linked with mass fatality projects, i.e., plans or exercises. In those cases, subrecipients should determine whether the primary focus is on addressing the dead, in which case the project will primarily align with Fatality Management Services, or whether the project primarily addresses addressing the next of kin through a family assistance center, in which case the project will primarily align with Health and Social Services.

Housing

Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Examples of projects that align with Housing as the primary Core Capability include:

- Regional or State Housing Plans
- Post disaster housing needs assessments
- E0416: Individual Assistance Housing Group Supervisor
- G0282.2: Manufactured Homes and the National Flood Insurance Program

Natural and Cultural Resources

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Examples of projects that align with Natural and Cultural Resources as the primary Core Capability include:

- Plans to sustain cultural resources following a disaster
- Environmental and historic preservation compliance training

Appendix A
Core Capabilities by Mission Area

Common				
Planning				
Public Information and Warning				
Operational Coordination				
Prevention	**Protection**	**Mitigation**	**Response**	**Recovery**
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Fire Management and Suppression Public Health, Healthcare, and Emergency Medical Services Logistics and Supply Chain Management Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

Appendix B
Project Development Checklist

✓ Describe **who** the project is for, e.g., local HazMat team, bomb squad, emergency operations center (EOC), water treatment plant, fusion center, etc.

✓ Describe **what** the project entails, e.g., plans, equipment, training, etc.

✓ Describe **where** the project will take place, e.g., which city, county, or region, site, area, etc.

✓ Describe **when** the project will start and end – needs to be within the period of performance of the grant.

✓ Describe clearly **why** the project is necessary, or what the intended benefit/outcome or primary purpose will be. **This is critical and will often determine the IJ and Core Capability to align with.**

✓ **Keep like things together.** Like things means the things are directly linked to a single issue, purpose, or topic area.

✓ **Separate out the things that are different.** As a general rule, for example, a project that includes equipment for a public safety bomb squad should not include equipment for a fusion center.

✓ **Be descriptive without being gratuitous.** A project description should be no more than a short paragraph or two.

✓ **Give the project a clear name.** The name should be directly linked to the project description by giving the reader a clear indication of what the project is generally focused on.

✓ **There is no longer a single fusion center IJ.** Fusion center projects can be spread out across the NP IJs and others.

✓ **Do not exceed (by much) the minimum mandatory amount of funding required for the NPs.** While a slight overage may be necessary, there is little benefit to putting more money in the NP areas than is required.

✓ **Look to the project's primary purpose when choosing a primary Core Capability.** All projects will impact multiple Core Capabilities, but subrecipients must choose only one as primary and the primary purpose will determine the primary capability.

Appendix C
Sample Projects, Investment Justifications, and Core Capabilities

Project	Project Description	IJ No.	Primary Core Capability
1	The County OES will hire a consultant to update the County EOP, and multiple support annexes, including Mass Care, Transportation, and Logistics, in 2023 to enhance incident response operations for all hazards, including catastrophic acts of terrorism.	9	**Operational Coordination**
2	The region will provide "Rescue Systems II Training" to approximately 100 county-wide fire fighters in 2018-2019 on advanced heavy rescue system techniques by addressing structural building types, wood and mechanical shores, crib capacities, floor weight calculations, building search, confined space considerations, damaged structure hazard assessment, use of power tools, air bags, to conduct rescue operations following a terrorist attack or other hazard.	9	**Mass Search and Rescue Operations**
3	The city will acquire a mutual aid drone to support special weapons and tactics team (SWAT) operations from across the region by providing real time tactical information to SWAT commanders during incidents involving barricaded suspects, hostage rescue, execution of high risk warrants, and counter terrorism operations.	9	**Interdiction and disruption**
4	The county will purchase the Mednet Communications System in 2018 to enhance the ability of emergency medical personnel across the county to communicate and share patient information from the field with each other and with hospitals during a mass casualty incident.	6	**Operational Communications**
5	The urban area will pay the salaries for 2 critical infrastructure protection analysts in the regional fusion center to conduct periodic critical asset inventories and terrorism and other risk analyses for public and private sector owners and operators of critical infrastructure and special events in the region. The analysts will deliver reports and conduct briefings on their findings to fusion center leaders and owners and operators of critical infrastructure as needed.	2 or 10	**Risk Management for Protection Programs and Activities**

6	The city will host a series of courses and workshops on sovereign citizen awareness in 2022 with community leaders, religious leaders, academics, and others to discuss ways to detect and respond to sovereign citizen domestic violent extremism in the community, and issue a summary report that same year from the workshop's findings that will be shared across the city and county.	**5**	**Planning**
7	The coroner will purchase 1 Decedent Storage Response Vehicle in 2019 to respond to mass casualty incidents in the county, and serve as a mutual aid resource. The vehicle will provide a mobile mortuary system with the capabilities of pathology, full body x-ray, and victim identification. It's also equipped for postmortem care such as body processing, preparation, and disposition. It can be set up near to a disaster site in an area such as a warehouse, gymnasium, or parking lot.	**9**	**Mass Fatality Services**
8	County OES will pay the annual subscription cost for the countywide public Emergency Notification System for all hazards, which allows the county to issue alerts and warning to the entire population of the county and action community members can take to protect themselves.	**4 or 6**	**Public Information and Warning**
9	The county will purchase 10 self-contained breathing apparatus units in 2018 for fire departments in rural areas of the county to fight fires.	**9**	**Fire Management and Suppression**
10	This project will upgrade the county public health department's existing refrigeration equipment in 2019 by purchasing two refrigeration units to properly store disease specimens to enhance bio terrorism preparedness through research and other activities.	**7**	**Public Health, Healthcare, and Emergency Medical Systems**
11	County OES will acquire 10 kits that include vests, flashlights, radios, blankets, and other equipment for the county's Community Emergency Response Team in 2018 to support response agencies, including emergency management, transportation, public health, etc., across the county for all hazards.	**4 or 9**	**Community Resilience**
12	The sheriff's department will purchase portable fencing, pens, and crates in 2019 for livestock containment during catastrophic incidents that require movement of livestock. This will ensure the livestock can be moved safely and efficiently when evacuations or other large scale movements are necessary before or during disasters.	**10**	**Supply Chain Integrity and Security**

13	The County will acquire hardware and software to encrypt law enforcement data networks to protect and enhance data security and sharing in and across county law enforcement vehicles.	**3**	**Cybersecurity**
14	The region will fund an enterprise license for the use of the CalCOP risk management software system in the fusion center to support risk analysis activities across the region in support of public safety operations, special event security planning, and other critical infrastructure protection planning and operational activities.	**2 or 10**	**Risk and Disaster Resilience Assessment**
15	Provide training to 100 volunteers on Community Mass Care and Emergency Assistance (G108) to address catastrophic incidents that displace people from their homes. Participants will learn how to define the four primary Mass Care and Emergency Assistance services, describe how to determine their community's Mass Care and Emergency Assistance service resource requirements, identify providers that exist in their community or can be called upon from a nearby community to meet the requirements for Mass Care and Emergency Assistance, name planning and operational actions that can affect how services will be provided, and list action items to utilize resources and providers to meet Mass Care and Emergency Assistance requirements in their community.	**4 or 9**	**Mass Care Services**
16	The urban area training and exercise coordinator will acquire an Emergency Management Simulation Table in 2018 for the region to train and exercise first responders on decision making in a wide variety of natural disaster and terrorism scenarios.	**9**	**Planning**
17	The County will purchase a series of automated license plate readers for use on law enforcement vehicles to capture license plate data, and compare the plate number acquired to one or more databases of vehicles of interest to law enforcement, and to alert the officer when a vehicle of interest has been observed in order to detect wanted criminals and terrorist suspects in the County.	**8**	**Screening, Search, and Detection**

18	The county will, over the next year, acquire ballistic helmets and shields for law enforcement and fire/EMS responders to protect and mitigate damage and loss of life at soft targets and crowded places across the city at risk from attack by active shooter(s). The personal protective equipment will allow first responders to enter hot and warm zones at the soft target locations more quickly to both engage and neutralize the shooter(s) and render first aid to wounded victims, increasing the likelihood of survival among the victims and preventing further loss of life caused by the shooter(s).	2 or 9	**On-scene Security, Protection, and Law Enforcement**
19	The urban area will hire a consultant to design, deliver, and evaluate a full-scale exercise in 2021-2021 involving a mass fatality event in a major city in the region. The goal is to test coordination between the city, regional partners, and the Red Cross in establishing, running, and demobilizing a Family Assistance Center following the mass fatality event.	9	**Health and Social Services**
20	The City Fire Department will purchase a set of equipment in 2023, including chemical protective clothing, field testing, detection equipment, air monitoring, sampling, and radiation detection equipment for the agency's Type 2 hazardous materials response team to ensure the team can maintain its Type 2 rating over the coming years to respond to chemical releases. This is required due to the threat posed by accidental and intentional releases of hazardous materials in this densely populated city.	9	**Environmental Response, Health, and Safety**
21	For the upcoming election, the county will acquire bollards, lighting, and fencing that will be placed around the perimeter of three voting sites in the county to protect those sites from unauthorized intrusion, including the prevention of a vehicle ramming attack against the site or those waiting in line to vote.	11	**Physical Protective Measures**
22	County OES will pay salaries of two OES personnel to address day-to-day SHSP grants management and administration activities for the county for the full period of performance of the grant.	9	**Planning**

23	In 2019, the County will hire a contractor to develop a regional concept of operations for preventive radiological nuclear detection, and associated standard operating procedures for law enforcement, fire, and public health primary and secondary screeners from across the county. The plan will address screening, searching, and detecting radiological materials at large special events held in the county, such as professional baseball, football, and basketball games, as well as at other critical locations in the county. The plan will cover roles and responsibilities of each discipline from steady state operations through alarm adjudication and render safe operations.	**2 or 9**	**Screening, Search, and Detection**
24	The region will hire a consultant to provide and conduct K-9 explosives detection training, and explosives detection and render-safe exercises for the three public safety bomb squads in the region over the next two years to enhance security at special events and for dignitary protection support operations in the region.	**9**	**On-scene Security, Protection, and Law Enforcement**